United Nations A/69/6 (Part one)

General Assembly

Distr.: General
31 March 2014

Original: English

**Sixty-ninth session**
Item 134 of the preliminary list*
**Programme planning**

# Proposed strategic framework for the period 2016-2017

## Part one: plan outline

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* A/69/50.

14-28314 (E) 110414

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# I. Background

1. The strategic framework for the period 2016-2017 has been prepared pursuant to General Assembly resolutions 58/269, 59/275, 61/235, 62/224, 63/247, 64/229, 65/244, 66/8, 67/236 and 68/20 and the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8).

2. The General Assembly, in its resolution 58/269, requested the Secretary-General to prepare, on a trial basis, for submission to the Assembly at its fifty-ninth session, a biennial strategic framework to replace the four-year medium-term plan, which would comprise two parts in one document: in part one, a plan outline, reflecting the longer-term objectives of the Organization; and in part two, a biennial programme plan to cover two years. The Assembly affirmed that the strategic framework should constitute the principal policy directive of the United Nations and should serve as the basis for programme planning, budgeting, monitoring and evaluation, in accordance with the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation.[1]

# II. Longer-term objectives of the Organization

3. A principal criterion established by Member States for the preparation of the strategic framework is the setting of longer-term objectives consistent with all the relevant legislative mandates in all areas of the activities of the United Nations. While it is not practical to list all the relevant mandates, the mandates collectively form the basis for the preparation of proposals for the period 2016-2017. Consequently, the strategic framework for the period 2016-2017 is a translation of legislative mandates into programmes and subprogrammes. A summary of key legislative mandates is included at the end of each programme in the biennial programme plan.

4. Consistent with past practice, the objectives stated in the biennial programme plan are not limited to a two-year period and consequently contribute to the overall longer-term objectives of the Organization. In accordance with resolution 59/275, the strategic framework for 2016-2017 has been prepared taking due account of the internationally agreed development goals, including those contained in the United Nations Millennium Declaration (resolution 55/2) and the outcomes of the major United Nations conferences and international agreements since 1992, including the 2005 World Summit Outcome (resolution 60/1) and the 2012 United Nations Conference on Sustainable Development (resolutions 66/288 and 67/203). Priorities for the period 2016-2017 are detailed in section III below, and further information on the structure and format of the strategic framework and the incorporation of legislative mandates therein is provided in section IV.

5. The United Nations faces opportunities and challenges. Increased globalization continues to link nations and their peoples in unparalleled ways. Globalization has positive impacts, for example, the expansion of global communications, greater

[1] See *Official Records of the General Assembly, Sixty-seventh Session, Supplement No. 6* (A/67/6/Rev.1), for a detailed account on the introduction of the biennial programme plan.

connectivity and increased access to information and technology. On the other hand, it can increase the complexity, and accelerate the spread, of global threats. Poverty eradication and combating hunger and malnutrition and youth unemployment will remain important, together with addressing persistent environmental degradation and the negative impact of climate change. Violence within societies and across borders continues to make peace and stability elusive in many parts of the world, and certain regions are plagued by the symbiotic relationship that has developed between organized crime and intra- and inter-State conflict.

**Promotion of sustained economic growth and sustainable development**

6. The Organization will need to strengthen its efforts to help Member States to develop policies and programmes that will assist them in delivering on the internationally agreed development goals, and specifically the commitments made in the Millennium Declaration; the International Conference on Financing for Development, held in 2002 in Monterrey, Mexico; the World Summit on Sustainable Development, held in 2002 in Johannesburg, South Africa; the 2005 World Summit, held in New York; and the United Nations Conference on Sustainable Development, held in 2012 in Rio de Janeiro, Brazil. In addition, the Organization will follow up on agreements in several major areas that will conclude in 2015, including, among others, the post-2015 development agenda, such as on sustainable development goals and sustainable development financing, and climate change.

7. There continues to be urgency in addressing the needs of the most marginalized and vulnerable populations, who have found their coping capacity seriously undermined by an accumulation of other crises caused by climate change, food and fuel shortages and the global financial and economic downturn. Work already under way to address those challenges, including United Nations assistance to Governments in designing and implementing programmes that enhance food security, promote trade, strengthen social protection, encourage job creation and foster social stability, will need to intensify in 2016-2017. The Organization will need to work closely with Member State groupings to ensure that the voices of the poor and the most marginalized and vulnerable populations are not left unheard. Renewed efforts are needed in the last two years of the Second United Nations Decade for the Eradication of Poverty (2008-2017), under which the General Assembly reiterated that eradicating poverty was the greatest global challenge facing the world and a core requirement for sustainable development, especially for developing countries. In promoting and supporting international cooperation in the pursuit of sustainable development for all, the United Nations will seek to contribute to a mutually reinforcing relationship among the three pillars of its work: peace and security, development and human rights.

8. More systematic efforts are needed to promote gender equality and the empowerment of women and girls worldwide. Actions to address all forms of violence against women and girls in both conflict and non-conflict situations will also need to be strengthened. Similarly, the Organization will need to work with Member States to further promote women's leadership and participation in decision-making at all levels, including in the areas of peace, security and humanitarian assistance, and enhance their economic empowerment along with ensuring that plans and budgets better reflect gender equality considerations. Much has already been done within the United Nations itself to promote gender equality and the empowerment of women, but additional efforts are needed.

9. The threat that climate change poses to the world cannot be underestimated: it is the defining challenge of our generation. Scientists predict that rising temperatures will lead to sea level rise, land loss in low-lying areas, changing disease patterns, changing agricultural growing patterns and wide-ranging displacements of populations. It will ultimately affect the global economy, paths of development and international security. The Conference of the Parties to the United Nations Framework Convention on Climate Change, held in Durban, South Africa, in 2011, launched a process to develop a protocol, another legal instrument or an agreed outcome on climate change with legal force in 2015 that will be implemented from 2020. The Organization will continue to work with the membership to provide appropriate support for the implementation of outcomes.

10. Food security is a main driver for achieving economic growth and enabling sustainable development. The United Nations will continue to support countries as they address the full range of food security dimensions, such as immediate food assistance, nutrition, social protection and safety nets, support to smallholder farmer food production, trade and market access and sustainable management of natural resources.

11. In approaching economic sustainability and development challenges, the United Nations will continue to take into account population growth, demographic shifts and migration, which are expected to increase significantly over the next two decades. Population growth will give rise to tremendous strains on resources and institutions. Unemployed youth, especially in countries experiencing an increase in the youth population, may seek to address the social and economic challenges confronting them by resorting to violence and exacerbating local and regional instabilities. Ageing in developed countries, and increasingly in some developing countries, will put mounting pressures on pension and health-care systems. In 2016-2017, the United Nations system will continue to work in close coordination with Member States and other relevant stakeholders to address those issues, and to follow up on the results of the 2013 High-level Dialogue on International Migration and Development.

12. The United Nations will continue to support capacity development of the least developed countries, in accordance with the Programme of Action for the Least Developed Countries for the Decade 2011-2020, the outcome of the 10-year review of the Almaty Programme of Action for Landlocked Developing Countries, and the outcome of the 2014 third International Conference on Small Island Developing States.

13. In line with resolution 66/207, the third United Nations conference on housing and sustainable urban development (Habitat III) is scheduled to take place in 2016, to reinvigorate the global commitment to sustainable urbanization that should focus on the implementation of a "New urban agenda", which should build on the Habitat Agenda adopted at Habitat II in Istanbul, Turkey, in 1996; the 2001 Declaration on Cities and Other Human Settlements in the New Millennium (resolution S-25/2); and the relevant internationally agreed development goals. In 2016-2017, the United Nations will implement relevant provisions of the approved six-year strategic plan of UN-Habitat for the period 2014-2019, the outcome of Habitat III, as well as relevant mandates agreed in the context of the post-2015 development agenda.

**Maintenance of international peace and security**

14. The promotion of international peace and security will remain at the core of the work of the United Nations in 2016-2017. The persistence of conflicts, protracted as well as newly emerging, and new sources of insecurity in regions pose challenges to which the United Nations ought to respond. The absence of peace and the persistence and exacerbation of armed conflicts have devastating effects on civilian populations, drastically undermining countries' development efforts.

15. The need for the Organization to provide peacekeeping support to many areas of the world continues to be critical in meeting the demand of increasingly complex operations that effectively contribute to advance the political reconciliation process and protection of civilians. In addition to the continued implementation of peacekeeping reform measures adopted in previous bienniums, the United Nations will augment its capacities through further enhanced partnership with contributing countries and by leveraging collaboration with regional organizations that can provide peacekeeping support.

16. The prevention of conflict is the most cost-effective way of maintaining peace and security. Ensuring that the United Nations has an effective platform for preventive diplomacy and is able to quickly and easily deploy its good offices in the prevention and resolution of disputes between and within nations is critical. Continued investment and attention to developing this dimension of the Organization's work will be necessary in 2016-2017.

17. While conflict prevention and peacekeeping are critical, it is equally important to ensure that societies emerging from conflict do not relapse. In 2016-2017, the Organization will work to support the Peacebuilding Commission in its efforts to sustain peace in conflict-affected countries by garnering international support for nationally owned and led peacebuilding efforts and by implementing the recommendations emanating from the review of the peacebuilding architecture that will be conducted in 2015.

18. The security environment for United Nations personnel has continued to deteriorate in many locations. United Nations personnel have been exposed to increased diverse threats, including overt targeted asymmetric attacks by extremist groups. With its alarming rise in number, abduction remains a serious threat against personnel of the Organization with adverse impact on United Nations operations. Despite those threats, the Organization will continue its critical activities, including in ongoing crises and in areas of high risks. In the face of increasing demands on the United Nations in 2016-2017, the security and safety of United Nations personnel must be ensured in order to facilitate peacekeeping, humanitarian and development operations worldwide, in particular, in ongoing crises or areas where the populations need assistance from the United Nations.

19. Peace and security are key to creating an environment in which economic recovery can flourish. In order to forward Africa's core development goals, the United Nations will need to enhance its support to strengthening security in Africa through close support to, and partnership with, the African Union and by establishing close collaborative relations with regional and subregional organizations.

**Development of Africa**

20. Africa will remain a key area of focus for the United Nations in 2016-2017. While Africa continues to experience strong overall economic growth, and even though the absolute number of people in the region living in extreme poverty seems to be declining, inequalities persist: unemployment remains high, and armed conflicts undermine development prospects in key regions. Demographic shifts on the continent are leading to an increasingly "young" population, which will require that the United Nations support Governments in the development of policies and practices that will provide young people with better opportunities for education, training, skills and jobs.

21. The Organization will continue to work closely with the African Union and its New Partnership for Africa's Development programme and its long-term development vision, as encapsulated in "Agenda 2063", and the Millennium Development Goals Africa Steering Group to drive the momentum forward on the African development agenda and lay the foundation for durable peace and sustainable development in Africa. It will support implementation of the post-2015 development agenda and the sustainable development goals, taking into account Africa's priorities and concerns. It will also support the follow-up implementation of the outcome of the Conference on Sustainable Development related to Africa. The United Nations will partner with Governments and other stakeholders in development, including private sector and civil society organizations, to support the implementation of initiatives that boost financing for development in several areas, including on sustainable forest management, and to promote and strengthen the engagement of citizens in processes related to governance and public administration.

**Promotion of human rights, justice and international law**

22. The United Nations will continue to give practical effect to the will and resolve of the world community, as expressed through the United Nations, including in the Vienna Declaration and Programme of Action of 1993, the 2000 Millennium Declaration, the 2005 World Summit Outcome and the 2010 High-level Plenary Meeting of the General Assembly on the Millennium Development Goals, at which the Heads of State and Government acknowledged peace and security, development and human rights as interlinked and mutually reinforcing pillars of the United Nations system. While there has been important growing convergence globally regarding respect for international law, international human rights standards and support for justice, the United Nations will strengthen engagement with Member States in 2016-2017 to promote and protect the effective enjoyment of human rights by all. The Organization will continue to engage with Member States to facilitate and support the achievement by the Human Rights Council of its mandate and to promote progress towards universal ratification of international human rights treaties and the Rome Statute of the International Criminal Court.

23. Establishing and upholding normative standards as they relate to human rights and justice and advancing international law are core to the mission and mandate of the United Nations. The Organization will continue to work towards combating impunity for international crimes, strengthening the international criminal justice system with the International Criminal Court as its centrepiece, and supporting and enhancing capacity-building measures to strengthen national justice systems.

24. Emphasis will continue to be placed on human rights on international and national agendas, combating poverty and countering discrimination, advancing the rights of children and women, raising awareness of human rights at all levels of education, responding to the needs of the vulnerable for protection, and raising awareness of and addressing situations of international concern, in particular gross and systematic violations of human rights.

**Effective coordination of humanitarian assistance efforts**

25. The demand for humanitarian assistance is unlikely to decrease in 2016-2017. Over the past 10 years, funding requirements for humanitarian operations have more than doubled, to over US$ 10 billion a year with inter-agency appeals now typically targeting 60 to 70 million people, compared to 30 to 40 million 10 years ago. Conflicts and political and social crises will continue to result in humanitarian needs as they affect the most vulnerable. While conflicts are predominantly intra-State, the number of people displaced by them has steadily increased, reaching an 18-year global high of 45.2 million people in 2012. On the disaster front, natural catastrophes are taking a hard toll on many nations, affecting, in particular, the most vulnerable groups. Demand for United Nations support is likely to continue to increase as the incidence of certain types of natural disasters (e.g., hurricanes, typhoons, floods and drought) rises, catalysed by new weather patterns associated with climate change. From 1990 to 2012, the most significant increase in the number of disasters and the number of people affected took place in sub-Saharan Africa — where the number of disasters per year more than doubled — and in Asia. The Organization will thus need to strengthen its efforts to promote effective disaster risk reduction strategies that will limit the exposure and vulnerability of communities and build the resilience of nations and communities to natural hazards.

26. In 2016-2017, the United Nations will also have to continue to find ways to address a range of relatively new challenges that are undermining its efforts to provide effective assistance to populations requiring humanitarian support. These include increasing accessibility problems, unsafe operating environments and decreasing respect for United Nations immunity in the field. The Organization will also need to develop its policies for dealing with constant, prolonged and protracted crises where populations require longer-term support. The multiplier effect of one global crisis after another on populations, coupled with a growing range of national, regional and international actors who are eager to provide assistance to populations in need, suggests the importance for the United Nations of drawing upon regional and national capacities to prepare for and respond to crises requiring humanitarian support. It also suggests an even greater role for the United Nations in coordinating multiple external actors.

**Disarmament**

27. As in the past biennium, sustained attention will be dedicated to disarmament and non-proliferation, with weapons of mass destruction, in particular nuclear weapons, owing to their destructive power and threat to humanity. Against that background, the United Nations will continue to advocate for specific steps, aiming to undertake multilateral negotiations on nuclear disarmament and the strengthening of the international non-proliferation regime. It will also step up its efforts to halt the proliferation of small arms and light weapons, which undermines the security of individuals, countries and regions that can least afford it.

28. The United Nations will assist Member States in increasing understanding of the relationship between disarmament and development, and in promoting regional approaches to disarmament and non-proliferation in all its aspects and regional and international peace and security, and will be a source of impartial and factual information on disarmament and security-related matters, while expanding its educational outreach programmes and training and advisory services.

**Drug control, crime prevention and combating international terrorism in all its forms and manifestations**

29. In 2016-2017, the United Nations will need to further strengthen and increase its engagement with the interconnected problems of drug use, illicit drug trafficking, trafficking in human beings and firearms, and transnational crime, corruption and terrorism, with attention to the growing threats of international crime and terrorism. That is a common and shared responsibility that must be addressed in a multilateral setting and it requires an integrated and balanced approach.

30. The threat to international peace and security posed by acts of terror is increasing. The United Nations is uniquely placed to counter terrorism. Implementation by all stakeholders of the United Nations Global Counter-Terrorism Strategy, and the resolutions relating to its successive biennial reviews, remains a shared objective of the global community. In 2016-2017, the Organization will need to strengthen its efforts to further the work on the comprehensive convention on international terrorism.

31. Drugs and crime have a profound and negative impact on development, peace and security and the rule of law. The Organization, in particular through the United Nations Office on Drugs and Crime, will address those challenges in a holistic and balanced approach, working closely with all the relevant stakeholders. In particular, preparations will be undertaken for the special session of the General Assembly on the world drug problem in 2016.

32. An emerging area of work concerns the cyberrealm and requires some concerted attention, as threats to basic critical infrastructures at the national and international levels are likely to rise over the next few decades with the expansion of e-commerce and use of information technologies to drive economic efficiencies, economic development and global knowledge-sharing. The United Nations will need to effectively address those emerging issue areas.

**Effective functioning of the Organization**

33. The implementation of the enterprise resource planning project (Umoja) and adoption of the International Public Sector Accounting Standards by the United Nations are examples of how the Organization is striving to continuously improve the way in which it does business. Efforts will continue to build a flexible and mobile workforce for the twenty-first century. The Organization's increasingly complex mandates require a multi-skilled and versatile workforce that is able to function across disciplines with a variety of partners. Efforts will continue to improve internal control mechanisms and to create a more accountable Organization in line with General Assembly resolutions 64/259, 66/257 and 67/253.

## III. Priorities for the period 2016-2017

34. It is recalled that for the periods 1998-2001, 2002-2005, 2006-2007, 2008-2009 and 2010-2011, 2012-2013 and 2014-2015 the General Assembly identified eight priority areas, which covered the bulk of the substantive activities of the Organization. As the conditions that led to those priorities persist, the Assembly may wish to consider reaffirming or amending, as appropriate, the following priorities for the period 2016-2017, namely:

(a) Promotion of sustained economic growth and sustainable development in accordance with the relevant resolutions of the General Assembly and recent United Nations conferences;

(b) Maintenance of international peace and security;

(c) Development of Africa;

(d) Promotion of human rights;

(e) Effective coordination of humanitarian assistance efforts;

(f) Promotion of justice and international law;

(g) Disarmament;

(h) Drug control, crime prevention and combating international terrorism in all its forms and manifestations.

## IV. Structure and format

35. The strategic framework comprises part one: plan outline, and part two: biennial programme plan. The plan covers 28 programmes, each of which corresponds to the work carried out by an organizational entity, usually at the departmental level (congruent with the relevant section of the programme budget) and is subdivided into a number of subprogrammes. Those in turn correspond to an organizational entity, generally at the level of a division.

36. The presentation of each programme of the biennial plan in part two includes: (a) the overall orientation, reflecting the raison d'être of the programme as a whole, changes as a result of the programme's intervention and the anticipated benefits for its end-users; (b) the subprogrammes; and (c) a list of legislative mandates. Each subprogramme follows the results-based methodology with respect to the use of the logical framework, reflecting the following elements: the objective of the Organization; the expected accomplishments of the Secretariat; and the indicators of achievement, all of which will form the basis of the forthcoming proposed programme budget. Each subprogramme includes the strategy to be employed for contributing to the expected accomplishments.

37. In line with the recommendations of the Committee for Programme and Coordination in paragraphs 64 and 66 of its report on its fifty-second session (A/67/16), the Secretariat worked in a coordinated manner to improve the formulation of all elements of subprogramme logical frameworks, with particular attention paid to the formulation of expected accomplishments and the qualitative aspects of indicators of achievement. That was achieved by conducting a series of working sessions with all senior programme managers, during which programme

managers were requested to prepare their proposals in such a way as to make their frameworks more meaningful to Member States as information on planned results and for use as a management tool. In many cases, the Committee for Programme and Coordination has also defined specific wording for the frameworks, which continues to be reflected in the 2016-2017 frameworks.

38. The refinements made to the logical frameworks are intended to improve accountability in line with General Assembly resolutions 64/259, 66/257 and 67/253, wherein the Assembly decided, inter alia, that accountability included achieving objectives and high-quality results in a timely and cost-effective manner and fully implementing and delivering on all mandates to the Secretariat as approved by United Nations intergovernmental bodies and other subsidiary organs established by them in compliance with all resolutions, regulations, rules and ethical standards, and to ensure a fully results-oriented Organization.

39. The preparation of the biennial programme plan involves not only the participation of all departments, but also the review by relevant specialized intergovernmental bodies of those programmes falling within their sphere of competence. Recommendations by those bodies for modifications to the proposed biennial programme plan are incorporated when available. In cases where it has not been possible to incorporate changes owing to the scheduling of meetings, the recommendations of those intergovernmental bodies are made available to the Committee for Programme and Coordination at the time of its review.

## A. Objective of the Organization

40. The objective is expressed at the level of the Organization as a whole (Member States and Secretariat), rather than at the level of either intergovernmental or Secretariat action only. In other words, the objective reflects what the subprogramme intends to achieve, not what is planned to be done by the entity responsible for implementing it. For example, an objective of the Organization as a whole might be "to ensure international peace and security through prevention, control and resolution of conflicts by peaceful means", but not "to monitor and analyse situations of potential conflict", which constitute activities carried out by the Department of Political Affairs. The objective, in terms of the logical framework for programme design, refers to the impact of the Organization's work at the highest level.

41. Efforts have been made to be more succinct in formulation of the objectives, by providing a clearer picture of the difference each subprogramme is intended to make for its beneficiaries and reflecting language that has been adopted by Member States. The objectives stated in the biennial programme plan are not limited to a two-year period.

## B. Expected accomplishments of the Secretariat

42. Expected accomplishments are intended to reflect the consequence of the activities to be undertaken and products and services to be delivered by the Secretariat within a two-year period. Expected accomplishments show benefits to end-users, and it is therefore incumbent upon programme managers to pay particular attention to the many categories of targeted beneficiaries. Expected

accomplishments, when they occur, contribute to the fulfilment of the objective. In other words, in terms of the hierarchy of programme design, expected accomplishments appear at a lower level than the objective.

43. While the attainment of some expected accomplishments of the Secretariat cannot be attributed exclusively to the Secretariat owing to the many stakeholders concerned, it is nevertheless plausible to claim that the activities undertaken and the outputs and services delivered by the Secretariat — when properly designed and effectively implemented — contribute to those results. This claim can be further justified by the fact that programme managers, at the budget preparation stage, are required to determine the nature and scope of outputs and select those that would most effectively contribute to the expected accomplishments that are reflected in the biennial programme plan.

## C. Indicators of achievement

44. Working sessions with programme managers focused on testing the measurability and the presence of clear linkages between selected indicators of achievement and the expected accomplishments. Although the performance measures, namely, the baselines and targets, do not appear in the biennial programme plan, they will be included in the forthcoming proposed programme budget.

## D. Strategy

45. The strategy reflects the approach to be taken to effectively contribute to the expected accomplishments.

## E. Legislative mandates

46. Legislative mandates, which are listed at the end of each programme, are addressed to Governments, intergovernmental bodies, United Nations organizations and other entities, as well as to the Secretary-General. There are general mandates that provide the overall orientation of programmes and subprogrammes and there are specific mandates that require the Secretary-General to undertake a particular activity or to deliver a specific output.

# Annex

## Entities responsible for each subprogramme

| *Programme* | *Description* | *Entities* |
|---|---|---|
| 1. | General Assembly and Economic and Social Council affairs and conference management | Department for General Assembly and Conference Management at Headquarters and the conference-servicing organizational entities at the United Nations Offices at Geneva, Vienna and Nairobi |
| | A. Conference management, New York | |
| | Subprogramme 1. General Assembly and Economic and Social Council affairs | General Assembly and Economic and Social Council Affairs Division |
| | Subprogramme 2. Planning and coordination of conference services | Central Planning and Coordination Division |
| | Subprogramme 3. Documentation services | Documentation Division |
| | Subprogramme 4. Meetings and publishing services | Meetings and Publishing Division |
| | B. Conference management, Geneva | |
| | Subprogramme 2. Planning and coordination of conference services | Central Planning and Coordination Service |
| | Subprogramme 3. Documentation services | Languages Service |
| | Subprogramme 4. Meetings and publishing services | Interpretation Service and the Production and Support Service |
| | C. Conference management, Vienna | |
| | Subprogramme 2. Planning and coordination of conference services | Planning, Coordination and Meetings Section |
| | Subprogramme 3. Documentation services | Documents Management Unit |
| | Subprogramme 4. Meetings and publishing services | Interpretation Section, Electronic Publishing Unit and Reproduction and Distribution Unit |
| | D. Conference management, Nairobi | |
| | Subprogramme 2. Planning and coordination of conference services | Planning and Coordination Section |
| | Subprogramme 3. Documentation services | Translation and Editorial Section |
| | Subprogramme 4. Meetings and publishing services | Interpretation and Publishing Section |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| 2. | Political affairs | Department of Political Affairs |
| | Subprogramme 1. Prevention, management and resolution of conflicts | Regional divisions; Policy and Mediation Division |
| | Subprogramme 2. Electoral assistance | Electoral Assistance Division |
| | Subprogramme 3. Security Council affairs | Security Council Affairs Division |
| | Subprogramme 4. Decolonization | Decolonization Unit |
| | Subprogramme 5. Question of Palestine | Division for Palestinian Rights |
| | Subprogramme 6. Counter-Terrorism Implementation Task Force | Office of the Counter-Terrorism Implementation Task Force |
| | Subprogramme 7. Office of the United Nations Special Coordinator for the Middle East Peace Process | Office of the United Nations Special Coordinator for the Middle East Peace Process |
| | Subprogramme 8. Peacebuilding Support Office | Peacebuilding Support Office |
| | Subprogramme 9. United Nations Register of Damage Caused by the Construction of the Wall in the Occupied Palestinian Territory | Office of the Register of Damage |
| | Subprogramme 10. United Nations Office to the African Union | United Nations Office to the African Union |
| 3. | Disarmament | Office for Disarmament Affairs |
| | Subprogramme 1. Multilateral negotiations on arms limitation and disarmament | Conference on Disarmament Secretariat and Conference Support Branch at the United Nations Office at Geneva |
| | Subprogramme 2. Weapons of mass destruction | Weapons of Mass Destruction Branch |
| | Subprogramme 3. Conventional arms (including practical disarmament measures) | Conventional Arms Branch |
| | Subprogramme 4. Information and outreach | Information and Outreach Branch |
| | Subprogramme 5. Regional disarmament | Regional Disarmament Branch |
| 4. | Peacekeeping operations | Department of Peacekeeping Operations and Department of Field Support |
| | A. Peacekeeping operations | |
| | Subprogramme 1. Operations | Office of Operations |
| | Subprogramme 2. Military | Office of Military Affairs |
| | Subprogramme 3. Rule of law and security institutions | Office of Rule of Law and Security Institutions |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 4. Policy, evaluation and training | Policy, Evaluation and Training Division |
| | Subprogramme 5. Field administrative support | Field Personnel Division and Field Budget and Finance Division |
| | Subprogramme 6. Integrated support services | Logistics Support Division and Information and Communications Technology Division |
| | B. Peacekeeping missions | |
| | 1. United Nations Truce Supervision Organization | United Nations Truce Supervision Organization |
| | 2. United Nations Military Observer Group in India and Pakistan | United Nations Military Observer Group in India and Pakistan |
| 5. | Peaceful uses of outer space | Office for Outer Space Affairs |
| 6. | Legal affairs | Office of Legal Affairs |
| | Subprogramme 1. Provision of legal services to the United Nations system as a whole | Office of the Legal Counsel |
| | Subprogramme 2. General legal services provided to United Nations organs and programmes | General Legal Division |
| | Subprogramme 3. Progressive development and codification of international law | Codification Division |
| | Subprogramme 4. Law of the sea and ocean affairs | Division for Ocean Affairs and the Law of the Sea |
| | Subprogramme 5. Progressive harmonization, modernization and unification of the law of international trade | International Trade Law Division |
| | Subprogramme 6. Custody, registration and publication of treaties | Treaty Section |
| 7. | Economic and social affairs | Department of Economic and Social Affairs |
| | Subprogramme 1. Economic and Social Council support and coordination | Office for Economic and Social Council Support and Coordination |
| | Subprogramme 2. Social policy and development | Division for Social Policy and Development |
| | Subprogramme 3. Sustainable development | Division for Sustainable Development |
| | Subprogramme 4. Statistics | Statistics Division |
| | Subprogramme 5. Population | Population Division |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 6. Development policy and analysis | Development Policy and Analysis Division |
| | Subprogramme 7. Public administration and development management | Division for Public Administration and Development Management |
| | Subprogramme 8. Sustainable forest management | Secretariat of the United Nations Forum on Forests |
| | Subprogramme 9. Financing for development | Financing for Development Office |
| 8. | Least developed countries, landlocked developing countries and small island developing States | Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States |
| | Subprogramme 1. Least developed countries | Least Developed Countries Unit |
| | Subprogramme 2. Landlocked developing countries | Landlocked Developing Countries Unit |
| | Subprogramme 3. Small island developing States | Small Island Developing States Unit |
| 9. | United Nations support for the New Partnership for Africa's Development | Office of the Special Adviser on Africa |
| | Subprogramme 1. Coordination of global advocacy of and support for the New Partnership for Africa's Development | Office of the Special Adviser on Africa |
| | Subprogramme 2. Regional coordination of and support for the New Partnership for Africa's Development | Economic Commission for Africa |
| | Subprogramme 3. Public information and awareness activities in support of the New Partnership for Africa's Development | Department of Public Information |
| 10. | Trade and development | United Nations Conference on Trade and Development |
| | Subprogramme 1. Globalization, interdependence and development | Division on Globalization and Development Strategies |
| | Subprogramme 2. Investment and enterprise | Division on Investment and Enterprise |
| | Subprogramme 3. International trade | Division on International Trade in Goods and Services and Commodities |
| | Component 1. International trade in goods and services | Division on International Trade in Goods and Services and Commodities |
| | Component 2. Commodities | Special Unit on Commodities |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 4. Technology and logistics | Division on Technology and Logistics |
| | Subprogramme 5. Africa, least developed countries and special programmes | Division for Africa, Least Developed Countries and Special Programmes |
| | Subprogramme 6. Operational aspects of trade promotion and export development | International Trade Centre |
| 11. | Environment | United Nations Environment Programme |
| | Subprogramme 1. Climate change | Division of Technology, Industry and Economics |
| | Subprogramme 2. Disasters and conflicts | Division of Environmental Policy Implementation |
| | Subprogramme 3. Ecosystem management | Division of Environmental Policy Implementation |
| | Subprogramme 4. Environmental governance | Division of Environmental Law and Conventions |
| | Subprogramme 5. Chemicals and waste | Division of Technology, Industry and Economics |
| | Subprogramme 6. Resource efficiency and sustainable consumption and production | Division of Technology, Industry and Economics |
| | Subprogramme 7. Environment under review | Division of Early Warning and Assessment |
| 12. | Human settlements | United Nations Human Settlements Programme |
| | Subprogramme 1. Urban legislation, land and governance | Urban Legislation, Land and Governance Branch |
| | Subprogramme 2. Urban planning and design | Urban Planning and Design Branch |
| | Subprogramme 3. Urban economy | Urban Economy Branch |
| | Subprogramme 4. Urban basic services | Urban Basics Services Branch |
| | Subprogramme 5. Housing and slum upgrading | Housing and Slum Upgrading Branch |
| | Subprogramme 6. Risk reduction and rehabilitation | Risk Reduction and Rehabilitation Branch |
| | Subprogramme 7. Research and capacity development | Research and Capacity Development Branch |
| 13. | International drug control, crime and terrorism prevention and criminal justice | United Nations Office on Drugs and Crime |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 1. Countering illicit drug trafficking and transnational organized crime | Division for Treaty Affairs |
| | Subprogramme 2. Prevention, treatment and reintegration, and alternative development | Division for Operations |
| | Subprogramme 3. Countering corruption | Division for Treaty Affairs |
| | Subprogramme 4. Terrorism prevention | Division for Treaty Affairs |
| | Subprogramme 5. Justice | Division for Operations |
| | Subprogramme 6. Research, trend analysis and forensics | Division for Policy Analysis and Public Affairs |
| | Subprogramme 7. Policy support | Division for Policy Analysis and Public Affairs |
| | Subprogramme 8. Technical cooperation and field support | Division for Operations |
| | Subprogramme 9. Provision of secretariat services and substantive support to the governing bodies and the International Narcotics Control Board | Division of Treaty Affairs |
| 14. | Gender equality and empowerment of women | United Nations Entity for Gender Equality and the Empowerment of Women (UN-Women) |
| | Subprogramme 1. Intergovernmental support, coordination and strategic partnerships | Intergovernmental Support, Coordination and Strategic Partnerships Bureau |
| | Subprogramme 2. Policy and programme activities | Policy and Programme Bureau |
| 15. | Economic and social development in Africa | Economic Commission for Africa |
| | Subprogramme 1. Macroeconomic policy | Macroeconomic Policy Division |
| | Subprogramme 2. Regional integration and trade | Regional Integration and Trade Division |
| | Subprogramme 3. Innovations, technologies and management of Africa's natural resources | Special Initiatives Division |
| | Subprogramme 4. Statistics | African Centre for Statistics |
| | Subprogramme 5. Capacity development | Capacity Development Division |
| | Subprogramme 6. Gender and women in development | African Centre for Gender |
| | Subprogramme 7. Subregional activities for development | Office of the Executive Secretary of the Commission |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Component 1. Subregional activities in North Africa | Subregional Office for North Africa (Rabat) |
| | Component 2. Subregional activities in West Africa | Subregional Office for West Africa (Niamey) |
| | Component 3. Subregional activities in Central Africa | Subregional Office for Central Africa (Yaoundé) |
| | Component 4. Subregional activities in East Africa | Subregional Office for East Africa (Kigali) |
| | Component 5. Subregional activities in Southern Africa | Subregional Office for Southern Africa (Lusaka) |
| | Subprogramme 8. Development planning and administration | African Institute for Economic Development and Planning |
| | Subprogramme 9. Social development policy | Social Development Policy Division |
| 16. | Economic and social development in Asia and the Pacific | Economic and Social Commission for Asia and the Pacific |
| | Subprogramme 1. Macroeconomic policy and inclusive development | Macroeconomic Policy and Development Division |
| | Subprogramme 2. Trade and investment | Trade and Investment Division |
| | Subprogramme 3. Transport | Transport Division |
| | Subprogramme 4. Environment and development | Environment and Development Division |
| | Subprogramme 5. Information and communications technology and disaster risk reduction and management | Information and Communications Technology and Disaster Risk Reduction Division |
| | Subprogramme 6. Social development | Social Development Division |
| | Subprogramme 7. Statistics | Statistics Division |
| | Subprogramme 8. Subregional activities for development | Office of the Executive Secretary |
| | Component 1. Subregional activities for development in the Pacific | Subregional office for the Pacific |
| | Component 2. Subregional activities for development in East and North-East Asia | Subregional office for East and North-East Asia |
| | Component 3. Subregional activities for development in North and Central Asia | Subregional office for North and Central Asia |
| | Component 4. Subregional activities for development in South and South-West Asia | Subregional office for South and South-West Asia |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Component 5. Subregional activities for development in South-East Asia | Subregional office for South-East Asia |
| 17. | Economic development in Europe | Economic Commission for Europe |
| | Subprogramme 1. Environment | Environment Division |
| | Subprogramme 2. Transport | Transport Division |
| | Subprogramme 3. Statistics | Statistical Division |
| | Subprogramme 4. Economic cooperation and integration | Economic Cooperation, Trade and Land Management Division |
| | Subprogramme 5. Sustainable energy | Sustainable Energy Division |
| | Subprogramme 6. Trade | Economic Cooperation, Trade and Land Management Division |
| | Subprogramme 7. Forestry and timber | Economic Cooperation, Trade and Land Management Division |
| | Subprogramme 8. Housing, land management and population | Statistical Division and Economic Cooperation, Trade and Land Management Division |
| 18. | Economic and social development in Latin America and the Caribbean | Economic Commission for Latin America and the Caribbean |
| | Subprogramme 1. Linkages with the global economy, regional integration and cooperation | International Trade and Integration Division |
| | Subprogramme 2. Production and innovation | Division of Production, Productivity and Management |
| | Subprogramme 3. Macroeconomic policies and growth | Economic Development Division |
| | Subprogramme 4. Financing for development | Financing for Development Division |
| | Subprogramme 5. Social development and equality | Social Development Division |
| | Subprogramme 6. Mainstreaming the gender perspective in regional development | Division for Gender Affairs |
| | Subprogramme 7. Population and development | Latin American and Caribbean Demographic Centre (CELADE) — Population Division |
| | Subprogramme 8. Sustainable development and human settlements | Sustainable Development and Human Settlements Division |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 9. Natural resources and infrastructure | Natural Resources and Infrastructure Division |
| | Subprogramme 10. Planning of public administration | Latin American and Caribbean Institute for Economic and Social Planning (ILPES) |
| | Subprogramme 11. Statistics | Statistics Division |
| | Subprogramme 12. Subregional activities in Central America, Cuba, the Dominican Republic, Haiti and Mexico | ECLAC subregional headquarters in Mexico |
| | Subprogramme 13. Subregional activities in the Caribbean | Subregional headquarters for the Caribbean |
| | Subprogramme 14. Support for regional and subregional integration and cooperation processes and organizations | Office of the Executive Secretary and the Secretary of the Commission |
| 19. | Economic and social development in Western Asia | Economic and Social Commission for Western Asia |
| | Subprogramme 1. Integrated management of natural resources for sustainable development | Sustainable Development and Productivity Division |
| | Subprogramme 2. Social development | Social Development Division |
| | Subprogramme 3. Economic development and integration | Economic Development and Globalization Division |
| | Subprogramme 4. Information and communications technology for regional integration | Information and Communication Technology Division |
| | Subprogramme 5. Statistics for evidence-based policymaking | Statistics Division |
| | Subprogramme 6. Advancement of women | Centre for Women |
| | Subprogramme 7. Conflict mitigation and development | Emerging and Conflict-related Issues Division |
| 20. | Human rights | Office of the United Nations High Commissioner for Human Rights |
| | Subprogramme 1. Human rights mainstreaming, right to development, and research and analysis | Research and Right to Development Division |
| | Subprogramme 2. Supporting human rights treaty bodies | Human Rights Treaties Division |
| | Subprogramme 3. Advisory services, technical cooperation and field activities | Field Operations and Technical Cooperation Division |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 4. Supporting the Human Rights Council, its subsidiary bodies and mechanisms | Human Rights Council and Special Procedures Division |
| 21. | International protection, durable solutions and assistance to refugees | Office of the United Nations High Commissioner for Refugees |
| 22. | Palestine refugees | United Nations Relief and Works Agency for Palestine Refugees in the Near East |
| | Subprogramme 1. A long and healthy life | |
| | Subprogramme 2. Acquired knowledge and skills | |
| | Subprogramme 3. A decent standard of living | |
| | Subprogramme 4. Human rights enjoyed to the fullest | |
| 23. | Humanitarian assistance | Office for the Coordination of Humanitarian Affairs |
| | Subprogramme 1. Policy and analysis | Policy Development and Studies Branch in New York |
| | Subprogramme 2. Coordination of humanitarian action and emergency response | Coordination and Response Division and the Central Emergency Response Fund secretariat and the Funding Coordination Section in New York and the Programme Support Branch and Partnerships and Resource Mobilization Branch in Geneva |
| | Subprogramme 3. Natural disaster reduction | International Strategy for Disaster Reduction and its secretariat |
| | Subprogramme 4. Emergency support services | Emergency Services Branch in Geneva |
| | Subprogramme 5. Humanitarian emergency information and advocacy | Communications Services Branch and Information Services Branch |
| 24. | Public information | Department of Public Information |
| | Subprogramme 1. Strategic communications services | Strategic Communications Division |
| | Subprogramme 2. News services | News and Media Division, supported by the Office of the Spokesperson for the Secretary-General |
| | Subprogramme 3. Outreach and knowledge services | Outreach Division |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| 25. | Management and support services | Department of Management and administrative services of the United Nations Office at Geneva, the United Nations Office at Vienna and the United Nations Office at Nairobi |
| | A. Headquarters | |
| | Subprogramme 1. Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination | Office of the Under-Secretary-General for Management; secretariat of the Administrative and Budgetary (Fifth) Committee of the General Assembly and the Committee for Programme and Coordination |
| | Subprogramme 2. Programme planning, budget and accounts | Office of Programme Planning, Budget and Accounts |
| | Subprogramme 3. Human resources management | Office of Human Resources Management |
| | Subprogramme 4. Support services | Office of Central Support Services |
| | Subprogramme 5. Information and communications technology strategic management and coordination | Office of Information and Communications Technology |
| | Subprogramme 6. Information and communications technology operations | Office of Information and Communications Technology |
| | B. United Nations Office at Geneva | |
| | Subprogramme 2. Programme planning, budget and accounts (Geneva) | Financial Resources Management Service |
| | Subprogramme 3. Human resources management (Geneva) | Human Resources Management Service |
| | Subprogramme 4. Support services (Geneva) | Central Support Services |
| | Subprogramme 6. Information and communications technology operations (Geneva) | Information and Communication Technology Service |
| | Subprogramme 7. Library services (Geneva) | Library Services, United Nations Office at Geneva |
| | C. United Nations Office at Vienna | |
| | Subprogramme 2. Programme planning, budget and accounts (Vienna) | Financial Resources Management Service |
| | Subprogramme 3. Human resources management (Vienna) | Human Resources Management Service |

| *Programme* | *Description* | *Entities* |
|---|---|---|
| | Subprogramme 4. Support services (Vienna) | General Support Services and Library Services of the Division for Management |
| | Subprogramme 6. Information and communications technology operations (Vienna) | Information Technology Service |
| | D. United Nations Office at Nairobi | |
| | Subprogramme 2. Programme planning, budget and accounts (Nairobi) | Budget and Financial Management Service |
| | Subprogramme 3. Human resources management (Nairobi) | Human Resources Management Service |
| | Subprogramme 4. Support services (Nairobi) | Support Services Service of the Division of Administrative Services |
| | Subprogramme 6. Information and communications technology operations (Nairobi) | Information and Communications Technology Service of the Division of Administrative Services |
| 26. | Internal oversight | Office of Internal Oversight Services |
| | Subprogramme 1. Internal audit | Internal Audit Division |
| | Subprogramme 2. Inspection and evaluation | Inspection and Evaluation Division |
| | Subprogramme 3. Investigations | Investigations Division |
| 27. | Jointly financed activities | |
| | A. International Civil Service Commission | International Civil Service Commission |
| | B. Joint Inspection Unit | Joint Inspection Unit |
| | C. United Nations System Chief Executives Board for Coordination | United Nations System Chief Executives Board for Coordination |
| 28. | Safety and security | Department of Safety and Security |
| | Subprogramme 1. Security and safety coordination | Division of Headquarters Security and Safety Services |
| | Subprogramme 2. Regional field coordination and support | Division of Regional Operations, and Field Support Service |
| | Component 1. Regional field operation coordination | Division of Regional Operations |
| | Component 2. Field support | Field Support Service |